



Military Review

2 Deconstructing Army Leadership

Colonel Christopher R. Paparone, U.S. Army

A deconstruction of the Army's theory of leadership, with its emphasis on hierarchy and management, reveals that the Army has based its theory on circular logic, unprovable assumptions, and romantic myths, and it fails to understand the real nature of leadership—its inspirational and sensemaking function.

11 Targeting in Postconflict Operations in Iraq

*Lieutenant Colonel Dominic J. Caraccilo, U.S. Army, and
Major Andrew M. Rohling, U.S. Army*

The 2d Battalion (Airborne), 503d Infantry Regiment, parachuted into northern Iraq, seized Kirkuk, conducted raids, and after Baghdad fell, set up an independent Kirkuk police force and public service system. They used the methodology of the targeting process to focus on nontraditional targets, such as the city's infrastructure, and developed effective ROE for postconflict operations.

20 Effects-Based Operations and the Exercise of National Power

Major David W. Pendall, U.S. Army

As the United States faces 21st-century adversaries and national security challenges, we must acknowledge the threats as being different from threats faced in the 20th century and develop new strategies. Effects-based operations, as a core competency of future warfare, will leverage allies' kinetic and nonkinetic capabilities with global reaching effects.

32 Field Artillery at the Crossroads of Transformation

Lieutenant Colonel Tommy James Tracy, U.S. Army

The Crusader cannon artillery acquisition project has been cancelled, which lends credence to the thought that a mechanized army equipped with heavy weaponry is no longer needed. The question is whether the Army should continue to place importance on such legacy items as heavy tanks and cannon. This article joins the debate.

45 Information Operations in Support of Special Operations

Lieutenant Colonel Bradley Bloom, U.S. Army

To meet the challenges the Army faces in the post-11 September 2001 operating environment, the Special Operations Forces community must develop flexible, durable staff organizations to deliver focused, coordinated information operations products to enhance mission accomplishment.

50 Joint Fires Evolution

Major Eric C. Braganca, U.S. Air Force

During Operations Enduring Freedom and Iraqi Freedom, special operations forces made great progress in integrating joint fires. With the Air Force, they came up with innovative joint fires solutions to capture oil fields, prevent SCUD attacks, and secure military objectives in Iraq before conventional forces arrived.

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USACGSC*

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*Deputy Commandant,
USACGSC*

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54 Implementing a Unit Manning System

Colonel Eli T.S. Alford, U.S. Army

Twenty years ago, *Military Review* published an article by General Donn A. Starry in which he proposed a framework for implementing effective change in the Army. Today the Army is again examining unit manning to determine what the Army needs for the future, even if it means looking toward the past instead of to the future.

61 The Army Profession—Ostrich or Phoenix?

Major Sean Herron, U.S. Army

Army officers routinely engage in robust discussions about what it means to be a professional soldier, but the Army as an institution might be losing its professional status. Herron, the 2003 winner of the MacArthur Military Leadership Writing Competition at the U.S. Army Command and General Staff College, sees the Army as being regarded increasingly as just another government agency.

67 China's Cruise Missile Program

Colonel Geoffrey T. Lum, U.S. Air Force

During Operations Desert Shield and Desert Storm, U.S. Tomahawk cruise missiles hit 80 percent of their targets. China noted this magnificent performance and began developing and acquiring cruise missiles for possible use against Taiwan, to bridge the technology gap between China and America, and to deter any U.S. intervention in East Asia. The military must prepare now to face this new threat.

Review Essays

74 Embedded: The Media at War in Iraq

George Ridge, Professor, University of Arizona, Tucson

The Pentagon, seeking a way to satisfy editors pushing to cover the war from the front alongside troops in "real time," came up with a solution—resurrect embedding for independent, uncensored reporters. "There is no way to back out of the embedding process. It's here to stay."

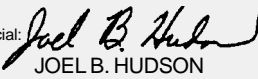
75 A Short History of the Moroccan Armed Forces

Lieutenant Commander Youssef H. Aboul-Enein, U.S. Navy

Morocco, the first country to recognize the United States as a nation, has long been a Middle East ally to the United States. Assessing the relationship between Moroccans and Americans could further the understanding between the two countries, helping to capitalize on Arab and Muslim military potential.

79 Book Reviews *contemporary readings for the professional*

By Order of the Secretary of the Army:
Peter J. Schoomaker
General, United States Army
Chief of Staff

Official: 
JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army 0404307

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